

29. UNESCO Regional Center Project(2007):Global Workplace-based HRD Expert Education Program Development

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The purpose of this study was to develop an educational system to bring up HRD experts who can effectively and creatively conduct HRD tasks including analyzing the needs of employees and organizations, designing, developing, and implementing HRD curricula and programs, and evaluating HRD programs and students of their organizations.

To accomplish this research purpose, the researchers looked into various educational programs and educational systems designed to develop HRD experts in Korea and overseas. A survey questionnaire was administered to identify which competencies and expertise HRD specialists want and need to competently conduct their tasks in the field. Based on the survey results, a pilot education program was developed to test the validity and effectiveness of the pilot program and to derive implications for the development of a high-quality HRD expert education system.

The pilot program was operated for one day(7 hours) a week for 8 weeks(from 2008. 11. 1~2008. 12. 20), that was a total of 56 course hours. Thirty HRD practitioners from 24 organizations participated in the program.

The study found that most of existing education programs for HRD practitioners of commercial vendors often run for short time(usually 1 day to 5 days), which is not enough for the participants to develop needed knowledge, skills, and methods. Moreover, the contents of those programs differ from vendors to vendors because the programs are usually developed based on a vendor's educational purposes and experiences without considering holistic approach to systematically bring up HRD experts.

The competencies that HRD practitioners most want to equip with were found to be 'Development' and 'Evaluation' competencies. Most of the HRD practitioners wanted to develop a higher level of competencies and asked for higher level education programs which can provide appropriate skills, knowledge, and methods to the level of HRD experts.

HRD practitioners requested to develop a national HRD Expert Certificate program with a high standard to be authorized as an expert. The HRD practitioners also suggested that the Certification program should require a certain amount and level of educational course work, field experiences, practices as well as a certification test.

In order to develop the national HRD Expert Certification program, this study suggested that the authority should first develop a competency model for HRD practitioners. Based on the competency modeling, each educational vendor and HRD

department of organizations will be able to develop educational programs for the HRD practitioners. For the educational programs, the researchers of this study defined 5 levels of competencies for general HRD experts in each area of Analysis, Design, Develop, Implement, and Evaluation(i.e. ADDIE).

The education program to certificate the first level experts in Analysis area should include Level 5 of confidence in Analysis, Level 3 in Design, Develop, and Implement area, and Level 4 in Evaluation area. The education program for the second level experts in Analysis should provide Level 4 of confidence in Analysis, Level 2 in Design, Develop, and Implement area, and Level 3 in Evaluation area. Likewise, the education program to certificate the first level experts in Evaluation area should include Level 4 of confidence in Analysis, Level 3 in Design, Develop, and Implement, and Level 5 in Evaluation area. The education program for the second level experts in Evaluation should provide Level 3 of confidence in Analysis, Level 2 in Design, Develop, and Implement area and Level 4 in Evaluation area.

It is also suggested that the authority needs to systematically assess the educational needs of HRD practitioners and should provide educational programs to develop HRD experts based on the competency modeling. In addition, the authority needs to develop various degree programs for HRD experts such as Master's and Ph. D. programs through the cooperation between universities, industries and research institutes.

This study found that the level of skills and knowledge that HRD practitioners' possession is not high enough to apply their skills and knowledge to their tasks in order to satisfy their superiors and clients. Therefore, the authority needs to provide long term intensive educational programs or courses so that participants can have enough time to equip with from the basic to the high level of knowledge and skills and learn how to apply those skills and knowledge in the field.